

## **REVIEW OF THE CURRENT ORGANISATIONAL STRUCTURE OF THE EASTERN CAPE GAMBLING AND BETTING BOARD**

### **1. INTRODUCTION AND BACKGROUND**

- 1.1 The Eastern Cape Gambling and Betting Board (ECGGB) is a statutory body established by the Eastern Cape Gambling and Betting Act, 1997 (Act No.1 of 2016) (as amended) (the Act).
- 1.2 The mandate of the ECGGB is to regulate or control all gambling activities within the Eastern Cape Province. This includes the issuing and revocation of gambling licenses, exclusion of problem gamblers, and protection of the public against unscrupulous gambling practices and control of illegal gambling activities in the Province.
- 1.3 ECGGB is planning to conduct an organisational structure review in order to determine the required human resources to execute the organisational strategy.
- 1.4 A new organisational strategy was implemented in 2015/16 but the organisational structure has not yet been reviewed.

### **2. BASIS OF CONDUCTING THE ORGANISATIONAL STRUCTURE REVIEW**

- 2.1 ECGGB has grown in terms of its mandate as evidenced in the current strategy and current Annual Performance Plan. The focus now is more on efficient and effective regulation of the Eastern Cape Gambling industry including the provision of support to the industry to ensure that it complies with all the necessary requirements of licence conditions. This has put much pressure not only to the compliance and licensing division in the way they conduct business, but also the corporate services and administration to provide effective, efficient and timeous support to all employees who are in the line function of the organisation.
- 2.2 There is also an increased need to enhance public education and awareness programme to the public as a result of increased roll of gambling licensees in the Province in order to minimise harmful effects of excessive and irresponsible gambling.
- 2.3 There are also requirements to manage our records in a proper manner as legislatively required, and one of the strategic objectives of the ECGGB is to become a paperless organisation. To this end, ECGGB has also mapped out all process workflows and is busy with a process to identify systems automation opportunities. All these factors have raised a need to relook and review the operations of all functions within the organization.
- 2.4 The need to review the organizational structure is therefore driven by the current organizational strategy and also the ECGGB Amendment Act including other pieces of legislation within the Public Services as the ECGGB is a Public Entity that has to be compliant with a number of legislation.
- 2.5 Over and above the functions identified, there is also a need to define appropriate functional and management structures for the organisation including designations of individual employees that do not reflect responsibilities accorded to for decision processing

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and making as these structures and designation have not been appropriately designed to create a modern and functional organisation comparable to other modern public entities in the Province and the Republic.

- 2.6 Above all, there is a need to comply with all applicable legislation with the limited resources the ECGBB has.
- 2.7 This is indeed a task that cannot be underestimated as there will be a great need of attention to the detail so that there can be a well- developed organizational structure. Having a well-informed structure will contribute to the sustainability and success of the organization.
- 2.8 It is therefore against this background that the ECGBB is inviting credible and experienced service providers, companies and or organisations to assist the ECGBB in undertaking this assignment and tasks with the key deliverables and time frame provided below.

### 3. KEY DELIVERABLES

- 3.1 The ECGBB is looking for a Service Provider/Company/Organisation to conduct the organizational design analysis which initially involves a work-study process that will inform the restructuring of the entire organization (as applicable).
- 3.2 The organisational design analysis process will take place in the following two phases:

Phase 1: Work-study exercise

Phase 2: Organizational structure review

#### 3.2.1 Work-study process

A Work-study exercise will be conducted to examine the current state of the organization. The information gathered during this process will be used as baseline when reviewing the structure.

This process will include but not limited to:

- 3.2.1.1 Interviewing all employees utilising an agreed interview template between ECGBB and a bidder in order to obtain information about each post that they occupy in the organogram. This process is very important as it will assist in understanding the job content, job process and the output of each post including quality of requirements of the job.

Where two (2) or more people are performing the same functions the incumbents will be interviewed as a group. These structured interviews will produce an updated Job Profile for each post as indicated 3.2.1.1.

- 3.2.1.2 Holding meetings with staff and management where necessary.

- 3.2.1.3 Verification and signing of Job Profiles by Management once a final profile is produced, it will be signed by incumbents and their line managers.

#### 3.2.2 Organizational Structure review process

The process of organizational structure review will occur in order to ensure that the structure allows for the realization of the strategic objectives of the organization.

The process will include but not limited to:

- Examining & understanding the Strategic Plan & objectives of the organization and all supporting/related documentation such as job profiles etc.

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- Examining & understanding the business processes
- Examining & understanding the legislation governing the organization
- Considering the future impact of systems automation in identified business processes
- Determining an ideal structure to fulfil the strategic objectives
- Holding consultation meetings with management
- Holding feedback meetings with staff and management
- Defined functional and management structures

The review of the organogram is based on a fundamental principle that the design of the organizational structure should be preceded by an understanding of the business processes in the organization, which in turn should be preceded by an understanding of the organization's strategy.

3.2.3 One or more of the following may be expected as outcomes of the project:

- Transferring a function out of the department / division to another department / division
- Transferring a function into the department/division from another department/division
- Creation of new functions and posts thereafter
- Reducing the number of functions and post thereafter
- Merging of functions and posts thereafter
- Renaming of function and posts thereafter
- Renaming of departments or divisions and standardisation of some departments or divisions.
- Consolidation of current Budget Sub-Programmes or Unbundling of some Budget Sub-Programmes.
- Confirmation of appropriate designations of officials to reflect functions and responsibilities associated with a modern and functional organisation including growth of employees within the organisation.
- A "to be" scenario in the case of automation of identified business processes.

3.3 Report on all the key deliverables listed on 3.2.1- 3.2.3 with appropriate findings and recommendations to management and the Board.

### 4. BID EVALUATION PROCEDURES

The following are key criteria that will be used in appointing the successful service provider:

- a. **THRESHOLD:** Bids will be evaluated on the 80/20 principle as prescribed in the Preferential Procurement Policy Framework Act 6 of 2017.
- b. Bids will be considered and evaluated in a two stage approach.
- c. During the first stage, bidders will only be evaluated on functionality, and only qualifying service providers who meet the minimum requirements for functionality will be allowed to proceed to the second stage where scoring will be done on 80 points for price and 20 points for B-BBEE Status Level of Contribution.
- d. Bidders are required to submit their bids in two envelopes with the first envelope outlining the functionality. The first envelope must be clearly marked **Stage 1; Functionality**.
- e. Furthermore, bidders are required to include their pricing in a second sealed envelope marked **Stage 2; Price**, which must also include their B-BBEE status level of contribution.

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- f. Only bidders who meet the minimum of 75 points on functionality during the evaluation of Stage 1 will proceed for scoring in Stage 2.

### STAGE 1: FUNCTIONALITY

#### FUNCTIONALITY EVALUATION

FUNCTIONALITY	MAXIMUM POINTS
<p><b>A. Senior Organisational Development Consultant with experience in work-study and organisational structure review</b></p> <ul style="list-style-type: none"> <li>• 5 projects conducted in work-study and organisational structure review = 30 points</li> <li>• 4 projects conducted in work-study and organisational structure review = 20 points</li> <li>• 3 projects conducted in work-study and organisational structure review = 10 points</li> </ul> <p><b>Organisational Development Consultant with experience in work-study and organisational structure review</b></p> <ul style="list-style-type: none"> <li>• 5 projects conducted in work-study and organisational structure review = 30 points</li> <li>• 4 projects conducted in work-study and organisational structure review = 20 points</li> <li>• 3 projects conducted in work-study and organisational structure review = 10 points</li> </ul> <p>Detailed CVs together for team members who will be directly involved in providing the required service must be submitted in order to confirm the above. Letters of reference for firm/individual related to the projects above must be submitted.</p>	60
<p><b>B. Methodology</b></p> <p>Bidders are required to provide and submit with their bid documents:</p> <ul style="list-style-type: none"> <li>• A detailed Methodology reflecting the following stages                             <ul style="list-style-type: none"> <li>Planning = 8 points</li> <li>Analysing = 10 points</li> <li>Quality control = 14 points</li> <li>Deliverables and regular liaison/communication with ECGBB) = 8 points</li> </ul> </li> </ul> <p>The more likely the bidder is to be able to execute the contract successfully, the more points will be allocated.</p>	40
<b>TOTAL POINTS</b>	<b>100</b>

### STAGE 2

#### PREFERENTIAL PROCUREMENT REGULATIONS OF 2017 WILL APPLY:

Price and B-BBEE Status points will be calculated as described in the Preferential Procurement Regulation 2017. SBD 6.1 Form must be used to claim B-BBEE Status level of the company.

Table 2: Points available per criteria in Stage 2

CRITERIA	POINTS
<b>BID PRICE</b>	<b>80</b>
<b>B-BBEE CONTRIBUTION LEVEL</b>	<b>20</b>
1	20
2	18
3	14
4	12
5	8
6	6
7	4
8	2
Non-compliant contributor	0
<b>TOTAL</b>	<b>100</b>

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### 5. Special Conditions

Your written proposal must contain the following information:-

- 5.1 The completed Tender Submission forms attached to these terms of reference. Please ensure the full completion of these original forms. **Failure to complete these forms will result in the non-acceptance of your proposal.**
- 5.2 Certified copy of BBBEE status.
- 5.3 Unique security Personal Identification Number (PIN) from SARS or latest Centralised Supplier Database (CSD) full report.
- 5.4 CVs of designated personnel who will be working on the assignment.
- 5.5 Letters of References where such services have been previously conducted.

### 6. Briefing Session

Compulsory Briefing session will be held on **13 November 2017** at 10:00 in the ECGB's offices and the door will be closed at 10:15, no late bidders will be allowed to come in after this time.

### 7. Contact Details

Enquiries concerning SCM and completion of SBD forms:

Name: Thandi Malotana

E-mail: [thandazwam@ecgbb.co.za](mailto:thandazwam@ecgbb.co.za)

Tel no.: 043 - 702 8307

Fax no.: 043 - 748 2218

Enquiries concerning Terms of reference:

Name: Mrs. Nomandla Ntoyakhe

E-mail: [nomandla@ecgbb.co.za](mailto:nomandla@ecgbb.co.za)

Tel no.: 043 - 702 8323

Fax no.: 043 - 748 2218

Bid Specification is

~~Supported / Not Supported~~

  
R.P. HILL  
CHIEF FINANCIAL OFFICER  
DATE: 01/11/2017


Bid Specification is

~~Recommended / Not Recommended~~

  
L. TSHOKO  
CHAIRPERSON: BID SPECIFICATION COMMITTEE  
DATE: 01/11/2017

Bid Specification is

~~Approved / Not Approved~~

  
R.M. ZWANE  
CHIEF EXECUTIVE OFFICER  
DATE: 01/11/2017

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ANNEXURE A

## FUNCTIONALITY EVALUATION SUPPLEMENTARY SHEET

(To be completed and attached to the proposal)

POSITION	CV ATTACHED YES/NO	NO. OF PROJECTS UNDERTAKEN	NAMES OF PREVIOUS CONTRACTS
Senior Organisational Consultant			
Organisational Development			